

REPORT ON  
DEVELOPMENT MARKET RESEARCH WORKSHOP  
GOA, INDIA

INTRODUCTION

This report describes the proceedings of the workshop, organized by the International Development Research Centre (IDRC) in Goa, India, in April, 1990, and attended by participants from India, Sri Lanka, Nepal, Thailand, United Kingdom, Canada, Singapore and Hong Kong. The participants united expertise in market research strategies, and development project management.

The operating assumption of the workshop was that market research techniques would have significant utility in development projects. Indeed, the IDRC has sponsored similar workshops in an effort to encourage the use of emerging and established concepts of market research in development programming.

Over the past decade there has been a challenge to the reliance on the traditional quantitative research methods in development problems and a growing belief in the need for adaptation of qualitative approaches to development projects. For example, the benefits of a social anthropological approach have been demonstrated by the successes of rapid rural appraisal techniques and other community-based approaches

Nevertheless such anthropological techniques can have a relatively narrow focus in comparison with that required for many development projects.

The conference participants were committed to the notion that the application of market research can provide in-depth knowledge of local customs, and beliefs, social organization, economic conditions and resources using a multidisciplinary, systems oriented approach which considers problems in their totality.

The first challenge for the workshop was to develop a conceptual framework for the translation of market research techniques into development market research techniques and for integrating the latter into the development process.

A second objective of the workshop was to elaborate guidelines for the use of development market research strategies that could be adopted in diverse cultural environments.

A third task for delegates was to elaborate strategies to increase effective co-operation between market research agencies and development agencies.

In addition delegates considered issues relating to :

- \* a research agenda and training needs for the future
- \* the dissemination of the conference conclusions and related matters of communications

This report describes the results of the deliberations in respect of the above objectives and issues. Two preliminary comments are appropriate.

First, it was recognized throughout all phases of the conference that there might be real limitations to the adaptation of methodologies designed for an essentially single factor phenomenon (profit motivated industry) to the multiple purposes associated with the design and implementation of development projects.

Secondly, delegates recognized that, given the somewhat embryonic nature of their work, the totality of objectives was clearly ambitious. Yet, delegates preferred to attempt addressing all aspects of these issues even if there was to be some unevenness in the extent of analysis.

CONCEPTUAL FRAMEWORK FOR INTEGRATING DEVELOPMENT MARKET  
RESEARCH INTO THE DEVELOPMENT PROCESS

Definition

The participants agreed to focus on translating the use of concepts of market research solely within the context of development projects and programs.

To facilitate the adaptation of market research to the functions of development programming, participants generated the intermediate concept of development market research (DMR) with the following working definition:

Development market research is a cost effective methodology that provides relevant information and analysis about people's needs, demands and receptivity for developmental services/products.

Comparison of Market Research and Development Market Research

To access the necessary comparative elements, consistent with the conference definition of DMR, delegates examined three research techniques currently used in development programs: rapid rural appraisal, qualitative research and participatory research.

Rapid Rural Appraisal (RRA)

Rapid rural appraisal was originated by a group of agriculturalists, economists and anthropologists who felt the need for more rapid information to guide development projects. Khon Kaen University pioneered the adoption of RRA, in 1983, and served as the venue for an international conference in 1985.

The key characteristics for this emerging methodology for rural development were described as follows:

RRA is an iterative, holistic and eclectic appraisal format that works best in the interdisciplinary environment.

It uses several methodologies, ranging from traditional physical sciences to social science interdisciplinary approaches. It is people oriented, and is an active learning process based upon information exchange, need training, learning principles, and the cultural environment. The process is based upon multiple linkages and it requires exhaustive research of secondary sources of information to develop an understanding prior to community work.

Several institutions such as: Institute of Development Studies, University of Sussex, U.K., International Institute of Environmental Development, London U.K., Khon Kaen University constitute centres of expertise in RRA.

Some of the limitations of RRA are that it is not meant as a panacea, and that it requires thorough preparation which is sometimes outside the scope of the project. Its interdisciplinary nature can tax resources and make it difficult to conduct useful field work . Finally, there is a risk that it will become researcher oriented or dominated. RRA is a complimentary methodology to be used in combination with others. Basically it is a micro exercise on which further experience needs to be built. However, any of the principles of RRA can be applied to project research needs.

There are major outstanding issues relating to the duration of RRA (how rapid?), its coverage and replicability and the existence of similar, well-established techniques that could, and, perhaps, should be adapted to RRA. The strength of RRA is its multidisciplinary, systems oriented approach which integrates and considers problems in their totality.

#### Qualitative Research

Qualitative research uses projective techniques to elicit information on latent, deep-seated motives and attitudes. It is particularly useful during sensitive discussions on topics that are not easy to communicate.

The following chart illustrates some zones of inquiry which need qualitative research.

AWARE	PUBLIC	Direct
		Measures - survey
	PRIVATE	
• UNAWARE	UNCONSCIOUS	More difficult
		needs qualitative
		research
	REPRESSED	

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The methods of qualitative research include:

Group discussions-focus groups

extended creativity group (ECG)

mini groups

creativity groups

Depth interviews

Synectics

Observation

Gossip Sessions

ECG was developed because market researchers cannot invest the time normally required for anthropological studies. For sensitive issues small groups (2-4) are preferred (mini-groups).

Depth interviews are usually aimed at pairs and families to generate better dynamics and sharing of views.



These techniques are very useful and could be applied in DMR.

and include: story completion

interaction scenarios

role playing

psycho drama

photo sorting

analogies and metaphors

Synectics involves brain storming with creative consumers. It may be difficult to apply this technique to target groups in development, but it can be used by planners.

Gossip sessions work with small groups in an informal setting, and encourage frank discussion of problems.

All of these methods are based on projective techniques which are borrowed from clinical and social psychology and anthropology.

### Participatory Research

In general, development projects to-date have been top-down in approach, designed by experts, and they have lacked involvement of the intended beneficiaries.

Participatory research is required to generate client-led development. There are many examples of project failure arising from the lack of attention to this concept. On the other hand, the realization of peoples' power is evident from the recent changes in eastern European countries.

Participatory development, however, is an illusive concept fundamentally dependent on the accurate identification of the wants of the clients of development projects.

These concepts can be pursued with local participation in the research agenda; data collection; data processing; data analysis; project monitoring and evaluation and reporting. When focussed on the poorest people, certain difficulties in applying participatory research are encountered. These difficulties include, high illiteracy, inability to articulate felt needs (particularly women), presence of local patrons ("Big Men") who become key informants, and the tendency for development programs to cater to the better off and local patrons.

### Discussion

Some success has been found in using participatory research in developing countries. Some examples from India were provided to delegates. The workshop questioned whether participatory research, market research, rapid rural appraisal and other methodologies in fact are employing similar techniques. In essence, market research should not be regarded as a discipline, but rather as a set of tools derived from behavioural sciences. Development problems are multidisciplinary and require a combination of skills for their resolution. A key factor to consider is the time taken for DMR. Results must be utilized without delay for effective interventions. In general, the research should emphasize qualitative approaches but does not conveniently fall within the domain of any specific discipline. There was a feeling amongst participants that the label DMR should be reassessed to reflect the complete set of tools available.

Comparing DMR with MR

A necessary process to produce the conceptual framework was to provide a description of DMR in terms comparative with existing market research. A broad spectrum of the characteristics of development market research and market research methodologies can be compared by a model emphasising issues of problem formulation, specialist dependence, data collection and analysis/interpretation.

Table I summarizes the comparative features of the model as they were identified by the conference.

Commentary

The utility of any research method will be affected by the fact that the consequences and impact of development programming are rather long-term and that corrective action can be difficult. Moreover, the predictive value can be relatively low. These conditions when present could affect the viability of the notion of DMR embodied in the definition, particularly its cost and time effectiveness. Nevertheless, the comparative model did provide a framework for highlighting the potential of DMR within the development programming processes .

TABLE I

## COMPARING MARKET RESEARCH AND DEVELOPMENT MARKET RESEARCH

	MARKET RESEARCH	DEVELOPMENT MARKET RESEARCH
PROBLEM FORMULATION	LISTS THE DIMENSIONS OF ISSUES/ACTIONS	SYSTEMIC RELATIONSHIPS CENTERED ON ISSUES THAT ARE TO BE INVESTIGATED
	DIRECT LINKAGES	INDIRECT LINKAGES AVAILABILITY OF SECONDARY SOCIO/ECONOMIC/CULTURAL DATA IS HIGH
	AVAILABILITY OF BACKGROUND INFORMATION IS HIGH	HIGH SOCIO-ANTHROPOLOGICAL INPUT TECHNOLOGY-RESOURCE BASED INFORMATION (ENVIRONMENTAL)
SPECIALIST DEPENDENCE	INDIVIDUAL TRANS-DISCIPLINARY	TEAM MULTI-DISCIPLINARY
DATA COLLECTION	QUANTITATIVE/ EXPLORATORY IN-DEPTH INDIVIDUAL RESPONDENT BASED INVESTIGATES THE "BEHAVIOUR" NOT PARTICIPATORY RESPONDENT BASED	DESCRIPTIVE/ EXPLORATORY IN-DEPTH COMMUNITY BASED INVESTIGATES THE REASON FOR BEHAVIOUR PARTICIPATORY CASE STUDY TRANS-SECTORAL
ANALYSIS/ INTERPRETATION	LESS COMPLEX POSITIVE	MORE COMPLEX NORMATIVE TRANS-SECTORAL PRIORITY ALLOCATION JUDGEMENTAL EXTRAPOLATIVE
	DEDUCTIVE	INDUCTIVE

## COMPARISON BETWEEN MARKETING AND DEVELOPMENT

## SITUATIONS

The use of research methodologies for development programming presents the problem, common to many social action situations, of tailoring the research to special needs and conditions while simultaneously attempting to minimize any sacrifice of intellectual rigour.

The conference identified many facets of development programming that might affect the utility of established market research techniques and, consequently, the successful integration of DMR into development processes.

Table II constitutes a comparison of marketing and development situations in respect of some essential process features.

## Commentary

Risk

The risk is much greater in the development situation when choosing a modality, than in the commercial venture when choosing a product.

Payment

The customer pays in a market situation, whereas in development work the client group does not. This payment of services allows part of the cost of the product to cover marketing costs and expertise.

## Results

The market environment has short term products and results. In the development field, it may take years to see results. The results could be indirect and difficult to assess. There may be long-term benefits but researchers may not be able either to follow up or to see the final benefits.

There is more clarity and problem definition in the market place than in the development situation where the situations are more ambiguous and complex. In the development situation a much larger number of factors come into play in any given problem. The amount of effort and learning required for the development situation is much higher than expended in the market environment.

The effort expended by the recipients in development is much higher, as there is not just a change of products but often a major change in habits. In the market situation, the change for clients is more superficial.

The distribution chain in the market situation has built in benefits, unlike the development model. There is built in motivation in the market but no similar phenomenon in development.

There is greater universality in the market model for adoption of any product, but the development situation is more local, and cultural factors are more important. Five percent of the market share is considered a great success, whereas measurement of success in development situations is 100%.

The market situation addresses a simple demand as opposed to the development project which attempts to address a complex need and requires a systems approach due to its complexity.

Development issues are defined by culturally rooted systems. Development projects address economic class rather than social class. In development situations the need is often great, but the demand low. Whereas demand is identified in the market environment, a lot of development work is needed to transform need into demands. In development projects the price to the recipient is supposedly nil but in reality is huge as it represents, often, major lifestyle change in order to adopt the development service/product (performance cost). The market environment offers an affordable product in which the consumer has already assessed the cost.

### Distribution

There are clear and strong distribution routes under marketing and established networks with incentives. In development, distribution is often dependent on bureaucratic, government channels and delivery is poor.

Promotion

In development, promotion tends to be amateureish, uncoordinated and unprofessional. It is not accounted for in program costs or as part of the product in development. Promotion in development tends to be beyond the reach of mass media. Development requires high learning and behavioral change in adoption whereas in marketing there is a low learning curve for consumer change.

Management

Development is run by administrators and donors. In marketing, management is a performance system, with high profit motivation. In marketing the management goal is optimization of resources, structure people, and money. There is less optimization in development because development is governmental. Development is driven by social objectives, and is largely inefficient. The market environment has high individual accountability whereas development has a very low level of personal accountability.



TABLE II  
COMPARISON BETWEEN MARKETING AND DEVELOPMENT SITUATIONS

	DEVELOPMENT	MARKETING
NEED/DEMAND	NEED/DESIRE DEMAND LOW PURCHASING POWER LOW	DEMAND
PRODUCT/BENEFIT	INTANGIBLE LONG TERM COMPLEX HIGH RISK HIGH CHANGE SYSTEM RESPONSIVE	TANGIBLE SHORT TERM SIMPLE LOW RISK LOW CHANGE INDIVIDUAL RESPONSIVE
PRICE	COST OF CHANGE IN TERMS OF EFFORT/TIME (PERCEIVED TO BE HIGH SOCIAL	AFFORDABLE PRICE  PERSONAL
DISTRIBUTION DELIVERY SYSTEM	BUREAUCRACY/ ORGANIZATION DRIVEN	PROFIT DRIVEN
PROMOTION	TARGET GROUPS' ACCESS TO MASS MEDIA IS LOW HIGH LEARNING MAJOR/DEEPER CHANGE	ACCESS IS HIGH  LOW LEARNING SUPERFICIAL CHANGE (BRAND SHIFT)
MANAGEMENT	CONFLICT RESOLUTION IS DIFFICULT/COMPLEX TARGET/PLAN/SOCIAL OBJECTIVE DRIVEN OR NOT DRIVEN AT ALL LOW ACCOUNTABILITY	RESOLUTION IS SIMPLE  PROFIT DRIVEN  HIGH ACCOUNTABILITY
SHARE	100 % OF TARGET GROUP	LOW % OF MARKET SHARE

## THE APPLICATION OF DEVELOPMENT MARKET RESEARCH:

Integration into the Development Process

From the comparative investigations, the conference identified as the vital factor in the utility of DMR, the ease of access to the needs and attitudes of the clients at all phases of developmental programming.

The conference also identified a number of types of projects where the potential use of DMR is realistic particularly to establish base finance and resource priorities. These areas are summarized in Table III

TABLE III

EMPLOYMENT	HOUSING	HEALTH
Professional	land	immunizaion
self employment	finance	prenatal projects
ENVIRONMENT	FOOD	EDUCATION
highways	land	preschool
pollution	finance	curriculum
energy	agriculture	teachers training

The conference affirmed that there were always limiting parameters that circumscribed the options for any development projects. These limiting parameters such as the nature of the organization, resources (both human and natural), existing perceived needs and the size of the targeted geographical area, likely would affect the potential effectiveness of development market research. Nevertheless, delegates concluded that, even with these limitations and those suggested by the above comparative analysis, DMR is an essential component of all three phases of developmental program design:

- conception and initiation
- implementation
- evaluation

DMR is necessary to increase the likelihood of success of individual projects. More specifically, development market research would be useful in:

- \* identification of peoples' needs, perceptions, beliefs, attitudes and potential, especially in client led development;
- \* definition and assessment of potential target groups
- identification of factors affecting demands for products and services;
- \* development and production of efficacious products and services;
- \* accurate evaluation of effectiveness, efficiency and impact of established programs.

Commentary

Although the conference was able to construct this first approximation of the required conceptual framework consistent with its definition of DMR, there was a general consensus that there would always be variations in the utility of DMR across the vast array of developmental programs. The delegates felt that the framework emphasised the need to select the appropriate combination of methodological tools.

THE INTERRELATIONSHIP OF MARKET RESEARCH  
AND DEVELOPMENT AGENCIES

On the assumption that, in many cases, the DMRd needs of development agencies would be serviced by market research agencies from the private sector, participants addressed aspects of the resulting problems of knowledge and utilization. Analysis focussed on two complementary inquiries.

-what client development agencies must do to make the best use of research in their activities; and

-what supplier market research agencies must do to make their product more relevant, more valuable and more acceptable to development agencies.

In particular, several problems were addressed from the perspective of the barriers facing market research agencies in respect to the use of their product.

- a poor understanding of market research;
- a bad image of market research and their agencies;
- development agencies perceive the price as being too high;
- research is not an integral part of the thinking of development agencies in project planning, it is an afterthought;
- perceived low utility of research;
- market research is perceived as a threat
- market research is donor driven and therefore not credible;

Equally challenging are the process difficulties facing development agencies in benefiting from the use of market research agencies. Guidelines developed for the use of research should address the following process problems from within the development agency:

- casual and confused briefs
- low likelihood of projects coming to fruition
- inadequate funding
- secondary data sharing
- inadequate liaison within agencies
- no department individual contact
- poor induction of research industry
- no follow up after research
- lack of trained personnel for routine work

## Strategies for Market Research and Development Agencies

To overcome the problems for both client and supplier in the purchase of market research services by development agencies, the conference designed the following strategies:

### For Market Research Agencies

- to sensitize their researchers to development agency activities;
- to present relevant capabilities and skills in a convincing fashion; and
- to distinguish themselves from advertising agencies.

### For Development Agencies

- to ensure greater exposure of development agency staff to market research services and their value;
  - to ensure systems to manage research and information
  - to allocate funds for external and internal research
  - to integrate DMR at all stages
- (particularly at the project conceptualization stage)

### For Market Research and Development Agencies

- to work towards long-term relationships
- to maintain professional contact at senior levels
- to organise exposure, sensitivity and training activities.

### Commentary

These strategies were not considered to comprise an exhaustive list. Rather, the conference considered these strategies to be feasible, and, if implemented, very likely to improve the relationships between development agencies and market research agencies.

THE ELABORATION OF GUIDELINES FOR APPLYING MARKET RESEARCH TO  
DEVELOPMENT PROGRAMMING IN DIFFERENT CULTURAL ENVIRONMENTS

The Role of Cultural Variables

Once again on the assumption that, in many cases, the DMR needs of development agencies would be serviced by market research agencies from the private sector, the participants addressed several aspects of what would be a special problem of knowledge utilization namely, the necessity of factoring cultural variables into all development market research methodologies used in the design of development projects. Despite the considerable challenges posed for supplier market research agencies, there was a solid consensus around the necessity of integrating cultural variables into all the DMR methodologies.

As a preliminary step to ensuring that development market research methods are socially and culturally sensitive, the participants established the following key cultural factors:-

Unit of decision making\process

collective decision making process

influencers

decision makers

actors

Social organization or structure

- egalitarian
- patron client
- kinship
- family organisation
- pressure groups\actions
- change agents
- gender relationships
- ethnicity\language
- residence patterns
- marriage arrangements

Value Systems

- status prestige notions
- expenditure, savings, achievement
- role models
- religion and rituals
- aspirations

Economic Indicators

- land ownership\tenure
- poverty\affluence
- employment
- migration patterns
- ownership of durables
- housing patterns
- consumption pattern
- standard of living
- indebtedness
- debtor\credit relationship



Power relationships

access to power\power

structure\gatekeeper

conflicting interests and resolution of conflicts

role of traditional practices

Resources

energy

services

education

mass media

common property (land, water, forest etc.)

urban linkages

## THE FUTURE

Future Research

While not wishing to limit the scope of future DMR, the conference did emphasize the need for detailed research in these areas:

- to prepare a detailed set of projects where development market research is most likely to be of use;
- to identify development agencies actually using market research;
- to analyse and collate the use of development market research in order to track its success rate;
- to develop methodologies for evaluating the use of development market research;
- to develop capabilities to integrate DMR with other information and data collected by development agencies;
- to identify those practitioners with DMR expertise;
- to produce a compilation of DMR methodologies stressing advantages, disadvantages and the unique features of each; and
- to develop criteria for accountability for the use of DMR.

## Training Requirements

The conference concluded that in general researchers in market research agencies need to adopt the wide focus required by development programming situations. In particular, market research agency personnel need to be more sensitive to how development agencies execute their functions and to the resultant research expectations and needs of their personnel.

The training requirements of various development agency personnel were broadly defined as follows

<u>Function</u>	<u>Requirement</u>
planners	orientation in DMR applications
managers	expertise in selecting market research agencies and using their product
communication experts	capabilities of identifying market research capabilities and limitations
technologists	expertise in market research concepts
information officers	orientation to development market research data and storage and retrieval
field functionaries	data collection skills both in qualitative and quantitative methods



## COMMITTEE FOR RESEARCH IN PARTICIPATORY DEVELOPMENT

A major communications task arises to promote increase in the use of DMR. The need for effective communications applies not only to dissemination of information such as the deliberations of conferences and workshops , but also to the mobilization of resources and expertise. To address a number of issues indentified by the delegates and to co-ordinate the future of DMR in development programming, the conference established a new committee with very broad terms of reference. The committee is to be known as the COMMITTEE FOR RESEARCH IN PARTICIPATORY DEVELOPMENT with terms of reference which include responsibility for:

- advocacy
- marketing
- networking
- resource mobilisation
- training
- communications

The membership of the committee will be arranged by the IDRC after consultation with delegates to the Goa workshop.

